

DEFENSE LOGISTICS AGENCY

MAY – JUNE 2013

# LOG LINES



**DLA  
PACIFIC**  
*On the Rim*



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from the  
**DIRECTOR**

**Navy Vice Adm. Mark Harnitchek, USN**  
**Director, Defense Logistics Agency**

**D**aily news reports from around the world get our attention. The Pacific has garnered much of that attention recently with joint military exercises, the rebalancing of the U.S. security presence in the region and diplomatic uncertainties. With all of those challenges and more that will surely come, DLA Pacific's focus never waivers. DLA Pacific works with customers each and every day, developing better strategies for whatever the mission requires, no matter the distractions.

The more than 1,250 DLA military and civilian employees within the Pacific region take care of customer support requirements for more than 52 percent of the globe – an area covering more than 100 million square miles. That is a monumental task and one that requires

exceptional focus on customers and the mission in light of the geographic challenges and budget constraints.

This issue of Loglines focuses on DLA's support in the Pacific region. From mission support to the Navy's littoral combat ship, the USS Freedom, to developing a new prime vendor in the Philippines, DLA provides the best logistics support, contract pricing and international coordination for our customers

As the Defense Department reforms how it buys services, we are at the forefront of cost savings initiatives as we work with the Army on its prepositioned stock for the Pacific. Our collaborative project is anticipated to help save the Army and Defense Department more than \$29 million in four years.

These significant cost savings also keep DLA on track with our aggressive goal to save \$10 billion in five years through my "Big Ideas" initiative.

By continuing to be a cost-effective logistics leader around the world, we prove that not only is our commitment firm in our long-standing warfighter support, but we are doing our nation proud across the Pacific by being good caretakers of the taxpayer's dollars while supporting the warfighter as a unified team. ★



## LOGLINES

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A member of the 8th Theater Sustainment Command communicates with the main command post from a helicopter during a training exercise designed to test the unit's ability to deploy to an austere environment anywhere in the Pacific. DLA supports about 40 such exercises each year.

— Photo by Army Spc. Tiffany Dusterhoft



# Supplying Forces in the Pacific

Story by Beth Reece

**H**ardly a month goes by when Defense Logistics Agency Pacific employees are not supporting training exercises in which U.S. troops simulate full-scale war.

DLA's response would be massive if the United States became engaged in military action in the Pacific region, said Marine Lt. Col. Stephanie King, chief of the DLA Pacific Logistics Operations Center.

"We'd have a lot more folks coming into theater who'd require sustainment support, so requisitions would be dropped at a rapid rate. All of DLA would be hustling to provide supplies, everything from food to fuel," King said.

More than 1,250 military and civilian employees make up DLA Pacific, with forward locations in Hawaii, Alaska, Japan, South Korea, Guam, Okinawa, Singapore and Thailand. The sheer size of the Pacific region, which covers 52 percent of the globe, makes DLA's mission there unique and sometimes challenging, DLA Pacific Commander Army Col. Joe Arnold said. DLA Troop Support employees in Guam are 14 hours ahead of their counterparts in Philadelphia, for example.

"We don't have the luxury of telling

Marines assigned to the Fleet Antiterrorism Security Team Company Pacific conduct a live-fire exercise at Camp Rodriguez, South Korea. Marines in such locations as South Korea, Guam and Australia are among DLA's key customers in the Pacific.

Navy Petty Officer 3rd Class James Norman







Navy Petty Officer 2nd Class Adam M. Bennett

A landing craft approaches the USS Bonhomme Richard in the Pacific Ocean near Okinawa, Japan. DLA provides food and fuel to U.S. Navy vessels throughout the Pacific.

customers we can't give them answers on critical logistics support until tomorrow because everybody in Philadelphia has gone home," he said.

DLA works to stay ahead of customer requirements by placing employees with key commands and staff. A DLA liaison is assigned to headquarters staffs with U.S. Pacific Command, U.S. Forces Korea and U.S. Forces Japan. Warfighter support reps are also co-located with major units such as the Navy's U.S. Fleet Activities Yokosuka, Japan, and U.S. Army Garrison Yongsan, South Korea, to meet service members' most immediate needs.

"Our [warfighter support representatives and liaison officers] aren't just what we used to call 'part chasers,'" said Andrew Drake, DLA Pacific Logistics Operations Center deputy chief.

WSRs and LNOs have to know the operational plans and contingency plans for their respective region and are involved in operations planning, exercises and daily staff meetings. And as military customers increasingly rely on DLA to help forecast what they need, how much and where, Drake said those team members have become responsible for picking up information and intelligence that customers don't ordinarily relay to logisticians.

"That's a key piece, because sometimes the services don't know what details they need to share with us in order for us to better meet their requirements," he added.

Exercise support makes up a large chunk of DLA Pacific's mission. While a DLA support team participates in about 10 major USPACOM exercises each year, such as Key Resolve in South Korea and Terminal Fury in Hawaii, primary-level field activity representatives are busy supporting about 30 additional exercises run by each branch of the service, as well as special operations forces.

Many of the exercises are held annually, but the logistics support plans continu-





ally change due to frequently changing scenarios and the high turnover rate of military members stationed throughout the Pacific, Drake said. DLA participates in planning conferences for each exercise, but getting customers to identify their requirements well in advance can be difficult.

"Each year we find ourselves helping to shape the customers' requirements because we know what they need more than they do," King added. "But that's what we're here for; we're here to support them."

DLA also strives to keep customers' costs down.

"If we're shipping containers of [meals, ready-to-eat] to some location where we

Marines load evacuees aboard a CH-46E Sea Knight helicopter during a mock noncombatant evacuation operation at Camp Hansen, Japan. DLA is ready to provide supplies ranging from food to blankets and tents in support of disaster relief efforts.

don't normally have a presence, we can save them a lot of money by sending them on a ship well ahead of time rather than flying them in at the last minute," Drake said.

Meanwhile, the military footprint in the Pacific is evolving. Current defense strategy calls for a rebalancing of the U.S. security presence throughout the region. Details are still being finalized, but former Defense Secretary Leon Panetta told defense reporters in November 2012 that officials are considering a 60-40 split among Navy ships in the Pacific and Atlantic oceans.

"The goal for DLA is to stay plugged in with customers to ensure we're postured to meet their readiness requirements," Arnold said, adding that he expects an increased presence of troops in the region to be driven primarily by increased exercises.

Sailors aboard an aircraft carrier perform maintenance on the ship's flight deck firefighting system while under way in the Pacific Ocean. Parts for maintenance and repair are provided by DLA.

The Marine Corps is working to gradually boost its presence in Australia by sending units there on rotational deployments. Anticipating troops' demand for fresh food, DLA Troop Support has started conducting market research that will eventually lead to subsistence contracts, King said.

Senior leaders have also asked that DLA evaluate what it stocks and where to ensure the right items are on shelves where they're most needed, Arnold added. DLA Distribution is working to ensure it has the capacity to support the relocation of about 5,000 Marines to Guam, for example. And in Hawaii, DLA employees are looking for ways to reduce inventory and get out of warehouses that need costly repairs.

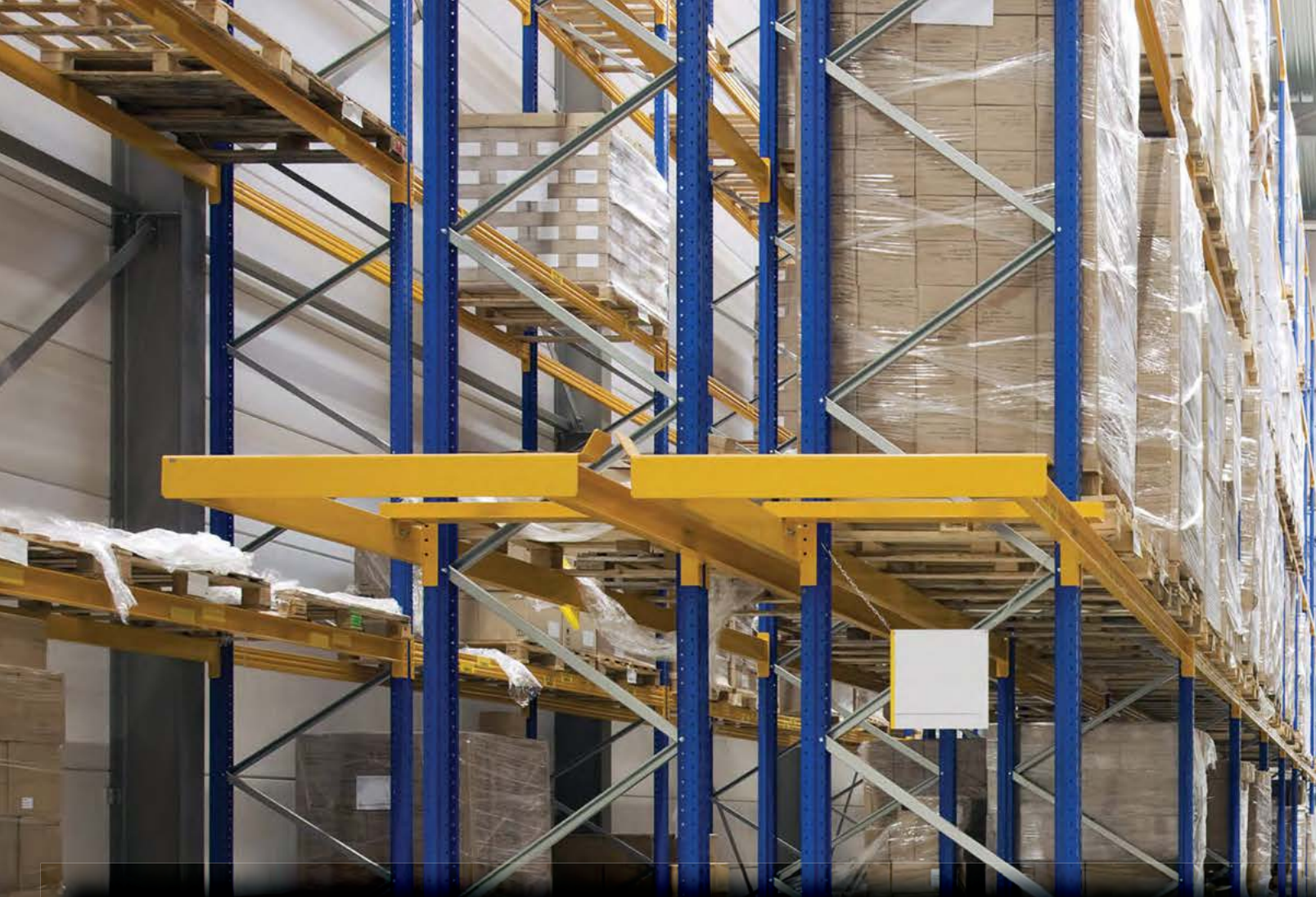
"We're really taking a hard look at cleaning out the attic with help from DLA Headquarters to rid ourselves of dormant stock that hasn't had a demand in years," he said.

The changes make now a good time to be a member of DLA Pacific, Drake and Arnold agreed.

"I don't know too many positions in the United States where you have to be knowledgeable about all of DLA's services and be capable of touting that to customers. I'm continually learning all the time," Drake said. ★







# Million Dollar Savings

Story by Lally Laksbergs

**D**LA's supplier and distribution network supplies warfighters' needs by diligently contracting and fulfilling customer's requirements on time and on location. These successful business practices got the attention of officials in the Office of the Deputy Chief of Staff of the Army for Logistics in September 2011, when the organization's leaders approached the DLA director to ask for help cutting costs associated with stock that was being wasted each year.

"This project connects to the director's 'Big Ideas' by reducing inventories and optimizing the infrastructure we have out there," Peter Halseth, DLA deputy Army national account manager said.

The Army determined that a considerable percentage of its stocks





were going bad every year. It was replacing approximately \$5 million worth of short-shelf-life items each year and found that many of those items were bought from DLA, Halseth said. Those findings encouraged further discussions and collaboration to assist the command in reaching its savings objectives.

This initiative was developed between DLA Logistics Operations, top Army logisticians and Army Materiel Command to identify and execute new management practices for DLA-managed, Army-owned stock to reduce replacement costs for the Army, starting with Army pre-positioned stock in the Pacific area of operations.

The Army maintains a strategic inventory of sustainment supplies, known as pre-positioned stock. These stocks sustain forward-deployed and initial follow-on ground forces. They include major end items such as engines, repair parts, medical supplies,

packaged petroleum products, barrier and construction materials, rations, and clothing required to sustain combat operations. Army Pre-positioned Stock 4 is one such set of supplies located in Japan and South Korea and is the first set of stock to be included in the initiative.

"We are starting this initiative with APS-4 because it is the most stable area at this time," John Davis, a logistics management specialist for the Army staff, said. "The thought was to start with one location and then, after success with that stable APS, the initiative will have more credibility to be implemented at other APS sites."

The Army expects to save \$29 million on APS-4 by 2015. These savings are realized by better forecasting, not replacing expired items, not purchasing 60-day supplies, and deferring procurement and saving funding, Davis said.

"We were looking for any way we

could to mitigate and reduce our Army shelf-life costs for DLA-managed items," he said. "We realized DLA has distribution assets where we buy and warehouse."

The project's three-phase process resembles a long-held Army methodology of "crawl, walk, run" with regards to implementing a new process or standard, Davis said.

To initiate Phase 1, a review process of 14,000 line items was completed. An overlap of 4,000 repair parts was discovered between the Army stock and what DLA held in stock, Halseth said.

Once the repair parts overlap was found, testing of 188 items was done to prove that AMC and DLA would be able to not only have joint visibility on the inventories, but would also be able to coordinate effectively.

The test was successful, and the Army decided to move ahead with the expansion of support, Halseth said.





Army Sgt. 1st Class Sean Riley

Workers install shelves into a U.S. Army self-contained portable fueling station at Sagami Army Depot, Japan. Sagami Army Depot is a major maintenance and storage facility for Army Pre-positioned Stock 4. DLA is helping the Army reduce spending and maintain responsive support for contingency operations.

"I didn't think we were going to get as far as we already have," Halseth said. "The results we achieved in Phase 1 helped us to move this forward with momentum."

DLA is helping reduce future Army spending by removing duplicate supplies and is able to maintain responsive support for contingencies, Halseth said.

"We have a lot of senior leadership buy-in from the Army on this, and we know this is high on the Army logistics list of things that need to be accomplished," he said.

Currently, the project is in Phase 2, which involves testing an additional 4,000 items. A select number of those will be used to test a complete order and delivery process.

Phase 3 will be a complete review of sustainment stock as requested by AMC, including an analysis of the remaining balances of the war reserves is to improve shelf-life liability costs.

"There are cost savings not only to the Army, but to the Defense Department overall," Halseth said. "DLA also sees cost savings due to better forecasting, reducing the number of buys, improving positioning of products, etc."

Improving forecasting is also critically important for the Army, Davis said.

"For the Army, improved forecasting cuts down on shelf-life liability significantly. We are divesting management of a significant amount of shelf-life items over to DLA so that they can rotate the items with DLA inventory so it all stays fresh," Davis said.

By improving forecasting and using DLA's methods for rotating stock, the overall cost of the solution remains small, but the gains will be considerable, Davis said.

“There are two basic, major advantages: We are not replacing expired items, and we are buying almost half of what we used to buy for those 4,188 line items,” Davis said. “Those line items equal 316,000 individual pieces, and that is a major cost savings.”

Because of improvements in forecasting and reduction of stock losses, both DLA and the Defense Department are expected to see cost savings from this project.

“It’s a win-win for both organizations,” Halseth said.

When the Army determines what supplies are needed to deploy into a given theater, that information is forwarded to AMC to make it happen.

“Army Materiel Command is the center of gravity for developing requirements, defining them for the Army [war reserve secondary items] and then walking it through the various levels of validation,” Bill Gibbs, program manager for Army WRSI, said.

AMC does not currently have a methodology for rotating stock, Gibbs said. Improving inventory management involves controlling four factors: shelf-life expiration, deterioration, obsolescence and excess.

“One of the four factors will always affect the stock,” Gibbs said. “Some of the factors are predictable, while others cannot be predicted due to variables or mission requirement changes.”

Because of these variables, AMC reviewed sustainment stock needs and associated costs and realized it was spending a lot of money on items it wasn’t using.

“We are starting this initiative with APS-4 because it is the most stable area at this time, ... to start with one location and then after success with that stable APS, the initiative will have more credibility to be implemented at other APS sites.”

— John Davis

Air Force Senior Airman Derek VanHorn



Cost savings are expected to be realized as the Army Pre-positioned Stock 4 program begins promoting better forecasting, reducing quantities purchased and improving the positioning of the products for a global-centric enterprise.

“We took a look at all these items and asked how much it was costing us on average to buy this stock, leave it on the shelf and leave it static,” Gibbs said. “We were averaging approximately \$20 million a year for items lost.”

Many of those items are stocked by DLA.

“Once the item is in the system with DLA, they are managing all of those issues,” Gibbs said. “We have now mitigated the static stock situation of buying an item, letting it sit on the shelf, and then throwing it away.”

DLA’s worldwide distribution network, warehouse resources and contingency contracts, allow the agency to better match

customers’ needs to mission requirements.

“DLA is able to meet the Army’s wartime requirement because of the depth and breadth that we have as an enterprise worldwide without having to have the product right there,” Halseth said.

Gibbs agreed.

“DLA is a global enterprise. AMC is a global enterprise. The APS stocks are theater-centric, but can be global-centric very quickly. You aren’t working in a single theater anymore. You are now working globally,” he said. “We need to be good custodians of the taxpayers’ money, but at the same time we need to support the warfighters’ needs.”

Upon the conclusion of this initial project with APS 4, DLA intends to expand the scope of the initiative to encompass all Army pre-positioned stock locations and the other military services.

“We are currently in discussions with other military services to help determine their sustainment needs and how better to assist them in producing significant cost savings in these areas,” Halseth said. ★



# A Prime Location for

Story by Amanda Neumann  
Photos by Jaime Lim



**T**he Defense Logistics Agency's prime vendor warehouse in the Philippines, which opened in November, promises to be a hub of subsistence in the U.S. Pacific Command area of responsibility. With a heightened Defense Department focus on operations in the Pacific, the warehouse offers drastically reduced turnaround times, lowered transportation costs and the opportunity to fulfill more than 100 subsistence orders a year to ships deployed to the Pacific Rim.

Although DLA Troop Support's

Subsistence Prime Vendor Program, a system of commercial providers that offer food distribution, already had a prime vendor in Japan, DLA Troop Support noticed an increasing need for a prime vendor location in the Philippines, said Jose Jamir, DLA Troop Support Pacific's subsistence chief in Pearl Harbor, Hawaii.

"One of the biggest factors we noticed was that our operational tempo was getting really hectic over there," he said. "Our support was coming from different locations, and it was a big challenge to provide the right logistics support to the

people in that area. For a while, we were providing support out of our Japan prime vendor, which required transportation arrangements to meet the required delivery dates. We came out with a business case analysis [detailing] our frequency and how much business we anticipated, and we determined the best approach was to be proactive and establish a platform over there. At the same time, the president said our focus was shifting toward that direction, so it made sense."

In June 2012, after a meeting with Philippine President Benigno Aquino,



# or Food



Workers stand outside one of three dry-storage facilities that are part of DLA Troop Support Pacific's prime vendor warehouse in the Laguna province of the Philippines. The 646,000-square-foot Coastal Pacific Food Distributors warehouse also has three cold storage facilities and holds almost 30 days of supplies overall.

U.S. President Barack Obama reminded Americans of the importance of the U.S. role in the Pacific.

"On security and military issues, we had discussions about how we can continue to consult closely together, to engage in training together, work on a range of regional issues together," Obama said, "all of which is consistent with the announced pivot by the United States back to Asia, and reminding everybody that, in fact, the United States considers itself, and is, a Pacific power."

After deciding on a location, DLA

Troop Support picked California-based Coastal Pacific Food Distributors, the second-largest worldwide military distributor of food and related products, to be the prime vendor in the Philippines. A prime vendor contractor for DLA since 1998, Coastal Pacific provides service throughout the western United States, Alaska, Hawaii, Guam, Japan, South Korea and Singapore, according to the company's website.

As a prime vendor, Coastal Pacific provides procurement, warehousing and food distribution to customers on

land and afloat. Before the Philippines warehouse opened, receiving shipments from the West Coast usually took weeks, Jamir said.

"Shipments used to come from the West Coast to Japan to the Philippines," he said. "[Once items arrived in] Japan, we would temporarily store them at our prime vendor site there. Because those items were going [by ship], they usually took at least two or three weeks just to arrive. From Japan to Manila, it would be another two weeks. Our turnaround time was almost four weeks."



The Philippine warehouse, DLA Troop Support's 23rd subsistence platform, has several benefits, most importantly faster response times and substantial transportation savings, Jamir said.

"First, we save money on transportation," he said. "We estimate the agency will save over \$500,000 in transportation costs a year by shipping from the [U.S.] West Coast directly to the Philippines. Also, instead of ships getting their provisions from husbandry agents, they can go through the prime vendor, where it's a lot cheaper."

At the Philippine warehouse, visiting ships have an alternative to using expensive husbandry service providers, provision companies in locales where the Navy has a possible presence or port call for its ships, Jamir said. These husbandry providers can supply water, line up tug boats, remove ships' sewage, and handle any needed supplies.

"If a prime vendor is not servicing those areas, the ship's only means of getting provisions are through husbandry service providers," Jamir said. "A lot of times their costs are just so much and we have no choice but to buy through them."

In addition to cost savings, by eliminating the extra transportation leg, the new warehouse turns shipment times from weeks into days, said Navy Cmdr.

Visitors from DLA Troop Support Pacific and Coastal Pacific Food Distributors take a tour of the freezer in the new subsistence prime vendor warehouse in the Philippines. The warehouse, operated by California-based Coastal Pacific, is DLA Troop Support Pacific's 23rd subsistence prime vendor platform.

Jason Bridges, commander of DLA Troop Support Pacific.

"With the prime vendor in the Philippines, the idea is to have turn-around within two days because we have storage of materials," he said. "The customer sees two or three days instead of two or three weeks."

With the warehouse expected to be at full operating capacity by April, DLA Troop Support initially ran into a challenge with the Philippine Department of Agriculture, Bridges said.

"The biggest challenge we had was meeting the Philippine government importation requirement," he said. "We went over in January, met with the Department of Agriculture and established some protocols so that we can ship our meat into the country and store it at a commercial facility, which was the real issue. We wanted to make sure that we met their requirements while still providing us flexibility to operate and become more efficient than we are."

Storing everything from frozen meat



to cornflakes, the 646,000-square-foot warehouse can hold almost 30 days of supplies. Located in the Laguna province, 40 minutes south of Manila, the warehouse has three cold and three dry storage facilities, Bridges said. Just about everything – enough to support a dining facility or troops' daily requirements from breakfast items to dinner – can be found there, he added.

"It's a forward stocking point, meaning it holds material not based in [the continental U.S.]," he said. "It's where the prime vendor is stocking food for us. Although a local Philippine subcontractor owns it, it's dedicated to us. But local food products, fresh fruits and vegetables are generally not stocked at the facility. The prime vendor buys them from the local market. So even if we



Representatives from DLA, Coastal Pacific Food Distributors and Philippine subcontractor Jentec cut the ribbon symbolizing the grand opening of the Coastal Pacific warehouse in the Philippines Nov. 15, 2012. The 646,000-square-foot warehouse, with both cold and dry storage facilities, can hold up to 30 days' worth of food for ships deployed to the Pacific Rim.

Another important requirement is the ability of the prime vendor to support surge clauses, requests made in the event of humanitarian or disaster relief efforts.

don't stock it, we procure it and deliver it once the ship orders it. If there's an emergent requirement that we need to meet, we can fly it in too, like we just did with eggs."

With plenty of room for expansion in the facility, the prime vendor currently uses two of the largest storage rooms there: a 22,600-square-foot cold storage and a 25,800-square-foot dry storage, allowing for ready support of any ship, Jamir said.

"Right now, for the dry storage, it holds 720 pallet spaces," he said. "For the chilled, it's 80 pallets, and for frozen, it's 288 pallets. In our initial analysis, the frequency was estimated to be only about 40 to 60 ships supported in one year. Then in the succeeding year, we were seeing double the number. I would estimate that for the Philippines right now, we will be reaching well over 100 orders."

With several ships deployed in the area, the Philippine warehouse can get multiple orders from the same ship.

"Some ships, depending on their operational commitment to the area, pull in, place an order [and leave]," Jamir said. "Then in seven or eight days, they pull back in again and place another order. Or sometimes they're going to be in port for four or five days. Then they'll place an order upon arrival and place another order prior to departure."

Ships needing subsistence place their orders through the fleet logistics center that services them. In and around the Philippines, that center is in Yokosuka, Japan, Jamir said. Yokosuka, in turn, enters its requirements into DLA Troop Support Subsistence's web-based ordering system.

"The prime vendor receives orders and notifies Yokosuka that they are able to fill it," Jamir said. "If there is anything they cannot fill, they would offer a substitute. After talking to the customer, if the substitute comes back [approved], they process everything. The ship gives their location and time of delivery, and our prime vendor shows up with all the requirements."

Another important requirement

is the ability of the prime vendor to support surge clauses, requests made in the event of humanitarian or disaster relief efforts, Bridges said.

"If there's a contingency, like a humanitarian assistance operation for an earthquake or tsunami, the vendor is required to be able to surge to 300 percent of what their normal average monthly demand is," he said. "That means in order to meet the increased demand that we expect in that surge, whether it's more ships or more people on the ground, the vendor is contractually required to support that up to 300 percent before DLA steps in and starts paying for airlifts and other things."

With \$500,000 in sales from January to March, the warehouse supplies major

customers in the Philippines, including carrier strike groups, amphibious ready groups, supply ships and others assigned to Joint Special Operations Task Force-Philippines. The prime vendor warehouse is currently projected to bring in anywhere from \$5 million to \$8 million in sales a year, Bridges said.

"We think sales are going to be higher than projected, but it's hard to say how much," he said. "One of the major reasons we put the warehouse there is because we're seeing an increase in requirements coming through the Philippines. We have an expectation that it's going to continue to grow. By having that food capability there, it should increase the amount of local materials that we procure and provide to [the Defense Department]." ✱



Workers at the Coastal Pacific Food Distributors warehouse, in the Laguna province of the Philippines, unload pallets of food. California-based Coastal Pacific is DLA Troop Support Pacific's subsistence prime vendor in the Philippines.



# Support at Sea

Story by Lally Laksbergs





**W**hat started as an exercise involving a few nations and several hundred personnel in and around the Hawaiian Islands in 1971 has turned into the world's largest biennial international maritime exercise involving thousands of representatives from nations around the world. The Rim of the Pacific exercise has evolved into a prominent display of cooperation among many nations, and DLA has supported the exercise since its beginning, providing the vital needs of participants for the past 42 years.

RIMPAC provides a unique training opportunity that helps participants foster and sustain cooperative relationships that

are critical to ensuring the safety of sea lanes and security on the world's oceans, U.S. 3rd Fleet officials said.

In 1999, DLA became heavily involved in RIMPAC from planning through completion, said Deb Spencer, a tailored vendor logistics specialist who supports DLA Pacific at DLA Troop Support.

"RIMPAC has been part of our contracts for so long that we know what we have to do to get the customer what they want, when they want it and where they want it delivered," Spencer said.

Although DLA Troop Support headquarters is located in Philadelphia and the exercise takes place around Hawaii — two locations with a six-hour time

difference — communication has not been a problem over the years.

"Because of our past experience, current knowledge, and intense communication with our Hawaii Pacific office, the time zone differences have never been a challenge," Spencer said.

RIMPAC 2012 was hosted by the U.S. Pacific Fleet June 29-Aug. 3. Twenty-two nations, 42 ships, six submarines, and more than 200 aircraft and 25,000 people participated in the exercise. The theme was "Capable, Adaptive, Partners," and the last reference was evident in the exercise's international partners, including Australia, Canada, Chile, Colombia, France, Indonesia, India, Mexico,



The guided missile cruiser USS Princeton receives biofuel from the Military Sealift Command's fleet replenishment oiler USNS Henry J. Kaiser during a replenishment at sea. The Navy, in partnership with DLA Energy, demonstrated its Great Green Fleet for the first time during Rim of the Pacific 2012, a biennial multinational exercise in and around the Hawaiian islands.

— Photo by Navy Seaman Ryan J. Mayes





Navy Petty Officer 2nd Class Derek R. Sanchez

A Canadian sailor aboard the HMCS Victoria signals to a helicopter to raise the hoist cable while receiving priority repair parts during Rim of the Pacific 2012. DLA provided support for sea- and land-based replenishment requirements throughout the multinational exercise.

Malaysia, Japan, the Netherlands, Norway, New Zealand, Peru, the Philippines, Russia, Singapore, South Korea, the United Kingdom, Tonga and Thailand.

DLA Troop Support provided four of its major commodities to the exercise: clothing and textiles, construction and equipment, medical, and subsistence. There was strong demand for subsistence and medical. The former alone amounted to roughly \$5.7 million.

“DLA Troop Support Pacific has been a major player throughout the years in ensuring the optimum support for our warfighters participating in the RIMPAC exercise,” said Jose Jamir, subsistence chief for DLA Troop Support Pacific.

Support levels for each iteration of RIMPAC vary because of the number of participants, countries involved, ships, aircraft and more, Jamir said.

“Close coordination with Fleet Logistics Center Pearl Harbor ensured the success of our support to the fleet,” he said. “A majority of the customers are U.S. Navy units with some customers from the Army, Air Force and the Marines.”

Knowing requirements ahead of time ensures that proper inventories are on hand, which results in a timely response to customers during the exercise, Jamir said.

“For land-based replenishment, a DLA subsistence representative was at the replenishment site to ensure vendors were at the correct location, stevedores were ready, the loading and unloading equipment was there, and everything was in good condition for the customer,” he said.

Multiple replenishments occur during the five-week exercise. These replenishments happen at sea and on land. Replenishments can involve everything from food and water to fuel and petroleum products.

DLA Energy procured advanced biofuels to power the ships of the Navy’s



An Air Force KC-135 Stratotanker refuels a Marine Corps F-18 Hornet over Hawaii in support of RIMPAC 2012. DLA Energy Pacific provided a combined total of more than 32 million gallons of fuel products to the summer 2012 exercise.

Air Force Staff Sgt. Stephany D. Richards



Green Strike Group.

RIMPAC 2012 featured the first demonstration of the Navy's "Great Green Fleet," during which U.S. surface combatants and carrier-based aircraft tested, evaluated and demonstrated the cross-platform utility and functionality of biofuels, according to a press release from U.S. 3rd Fleet.

DLA's bulk petroleum business unit coordinated the contract between the Navy and Dynamic Fuels LLC. The business unit adapted its processes to meet the Navy's requirements for the sizable biofuels contract.

"[This was] funded through the Navy," Bulk Petroleum Director Bruce Blank said.

The contracted biofuel was delivered to Naval Supply Systems Command Fleet Logistics Center Puget Sound, Wash., blended by Navy personnel and then loaded onto the Military Sealift Command fleet replenishment oiler USNS Henry J. Kaiser for replenishments at sea.

Since the fuel is designed to be a "drop-in" replacement to traditional

petroleum fuels, no engine modifications were needed to use it in Navy-tested ships and aircraft, DLA Energy officials said.

MSC operates about 110 noncombatant, civilian-crewed ships that replenish Navy ships, conduct specialized missions, pre-position combat cargo at sea around the world, and move military cargo and supplies used by deployed U.S. forces and coalition partners.

"Our mission is service to the fleet," said Navy Capt. Sylvester Moore, MSC Pacific commander. "Delivering advanced biofuel to the fleet is a great opportunity to demonstrate our capabilities and to be a part of the continued efforts of the Navy

to develop new technologies that will advance mission capabilities."

During the exercise, DLA Energy contracted fuel distribution support at several locations in Hawaii, including Joint Base Pearl Harbor-Hickam, Marine Corps Air Station Kaneohe Bay, Schofield Barracks, Wheeler Army Airfield, Barbers Point Naval Air Station, Pacific Missile Range Facility Barking Sands and Pohakuloa Training Area, according to DLA records.

"To fuel the RIMPAC fleet, DLA Energy Pacific's eight defense fuel support points throughout Hawaii provided a combined total of more than 32 million gallons of fuel products," Lee Edwards, DLA Energy Pacific's deputy director, said. "From commercial tanker trucks to Military Sealift Command oilers, the outstanding fuel support was safely provided to 41 ships and well over 1,600 aircraft from 22 different participating countries."

"DLA Energy Pacific remains poised and ready to provide seamless, warfighter support to our nation and international partners in training, operations, or contingencies," he said.

RIMPAC 2014 is scheduled for summer 2014. 🌟

An MH-60R Seahawk helicopter from Helicopter Sea Combat Squadron 6 delivers food and supplies to the aircraft carrier USS Nimitz during a vertical replenishment at sea. The carrier was on its way to Hawaii to participate in RIMPAC 2012, a biennial exercise that DLA has supported since the 1970s.

Navy Petty Officer 3rd Class Ian A. Cotter





**W**hen it comes to refueling missions, Defense Logistics Agency Energy will go to the ends of the earth to support its customers, in one case, literally.

DLA Energy supports Operation Deep Freeze, which annually takes advantage of the Southern Hemisphere's summer to deliver fuel and supplies to U.S. research stations in Antarctica through Military Sealift Command.

"Operation Deep Freeze is a very critical mission for the people who live and work on Antarctica," said Navy Capt. Sylvester Moore, commander of MSC Pacific. "Without this resupply mission, all operations in Antarctica would end and the scientific community would lose the opportunity to conduct research and study not only the continent of Antarctica, but its impact on our global climate."

More than 6 million gallons of fuels were delivered to McMurdo Station, Antarctica, to support those operations during this season's fuel offloading Feb. 11-15, said Richard Knapp, a quality assurance specialist with DLA Energy.

"The tanker portion went very well. There was great cooperation with the

icebreaker, and cargo [operations] went off without a hitch," said John Joerger, tanker project officer at MSC headquarters. "We had no weather delays, which meant that the tanker was in and out rapidly and did not impede the dry cargo operations."

Fuel delivered during the 2012-2013 refueling mission included mid-grade unleaded gasoline, marine gas oil, and two grades of kerosene-based aviation turbine fuel, JP5 and AN8, all meant for use in extreme-cold-weather conditions.

Knapp explained that each fuel was specifically chosen for Antarctic use.

The gasoline required by contract was Class E5, the highest volatility classification, he said. Aviation turbine fuel JP5 has a high flashpoint limit, a minimum 60 degrees Fahrenheit, making for safer handling on carriers and other vessels. The aviation turbine fuel AN8 is a specific arctic grade with a lower freezing point and properties that ensure it will flow at extremely low temperatures for uninterrupted aviation and heating purposes. That property is crucial for flights into South Pole Station and activity there during

winter no-fly conditions, Knapp said.

"For DLA Energy, the remote locations and cold operating conditions of the Antarctic dictate the procurement process," Knapp said.

That process takes place more than a year in advance of the shipment. Bids are normally solicited in September for a delivery window of Dec. 1-Jan. 31 of the following year, plus a 30-day carry-over period, he said.

"This represents the optimum time to avoid a literal deep freeze," Knapp said.

On this most recent operation, DLA Energy awarded the contract to a Greek firm that supplied the fuels. Fuel pumping at the origin finished Dec. 28 as DLA Energy Europe and Africa quality assurance representatives provided on-site quality assurance for the cargo, Knapp said. QARs also accepted the shipment for MSC's time-chartered motor tanker Maersk Peary.

But the delivery process as a whole involves much more than that, Knapp explained.

"To get the only annual shipment of fuel from Western Europe to Antarctica and McMurdo Station's ice pier, MSC



# Refueling in the Antarctic

Story by Christopher Goulait,  
DLA Energy Public Affairs



vessels follow a route that can involve some of the worst sea conditions and hazards that exist anywhere,” Knapp said.

He said the weeks at sea that are needed to make the delivery are filled with unpredictable and harsh weather, along with increased hazards from floating ice. While the region is most accessible in January and February, the last 17 miles of the journey still need icebreaker ships to create a channel through the ice shelf.

“Expert navigation and cooperation between icebreaker, tanker and freighter are required,” Knapp said.

The shipment is offloaded by members of MSC flown in ahead of the ships’ arrival to McMurdo. Cargo operations officers and Navy personnel provide support during the delivery, though the overall responsibility for Operation Deep Freeze belongs to an Air Force-led task force that directs both the air and sea components. Once the MSC-delivered cargoes arrive at McMurdo Station, the Air Force takes over, Knapp said.

With more than 50 years of refueling missions, these Antarctic waters aren’t

exactly uncharted, Knapp explained.

“This annual resupply to U.S. research stations in Antarctica was first established for the 1955-1956 season and represented a buildup of capabilities to allow continued scientific study by the National Science Foundation,” he said.

The construction mission was tasked to the Navy, which has led its own expeditions in the region since 1839, Knapp said. The Navy established its Little America I base in 1929 to allow its occupants to “winter over” and explore farther into the continent, leading to the eventual establishment of the more permanent McMurdo and Amundsen South Pole Station camps.


The first petroleum support provided as a part of Operation Deep Freeze between 1955 and 1956 was a combination of packaged products and bulk shipments of arctic-grade diesel and aviation gasoline, Knapp said.

“A construction battalion center at Davisville, R.I., loaded the USS Wyandot with over

840,000 gallons of diesel fuel, mostly in 55-gallon drums bound for Antarctica,” Knapp said. “While above-ground storage tanks were being built by U.S. Navy Seabees, static storage was created by allowing two fuel vessels to freeze in the ice off shore. The tanker [USS] Nespelen and U.S. Navy oiler YOG-34 supplied that bulk petroleum. On land, a pipeline was constructed using flexible hoses to deliver product from the tankers to fill the new tank farm.”

The process changed to allow for more practical and economical delivery of the large amounts of fuel via tanker cargo ship when MSC began providing the tankers in the 1980s, Knapp said. These double-hulled ships could hold nearly 10 million gallons of different fuels, separated during the trip to ensure quality.

From the historic 55-gallon drum to today’s transport via tanker and distribution of fuel and supplies to even more remote stations by air and over the snow, each successful delivery provides uninterrupted research operations through the year until the next Deep Freeze operation ramps up, Knapp said. ✪



An LC-130 Hercules unloads DLA Energy-procured fuel supplied during a previous Operation Deep Freeze Antarctic refueling mission. The aircraft delivers fuel and supplies to remote locations throughout the Antarctic continent.

— Photo by Air Force Master Sgt. Efrain Gonzalez



# Expeditionary Exercise

Story by Sara Moore

**T**he Defense Logistics Agency has long prided itself on its ability to provide capable, agile logistics services to customers anywhere in the world. This spring, the agency got a chance to practice and demonstrate that expeditionary capability in a new venue, a large-scale combined exercise in the Pacific.

DLA participated in Combined Joint Logistics Over-the-Shore 2013 in late April. CJLOTS is part of Foal Eagle 2013, an exercise run jointly by the South Korean joint chiefs of staff and Republic of Korea–U.S. Combined Forces Command. Foal Eagle is a series of 20 inter-related training exercises spanning land, air, maritime, expeditionary and special operations. CJLOTS is a field training exercise that demonstrates the U.S. military's ability to move people and equipment over the sea in coordination with a host nation military. Specifically, DLA Distribution Expeditionary participated in CJLOTS, showcasing its theater consolidation and shipping point capability.

"DLA's goal as part of the exercise is to demonstrate the expeditionary capability to planners within the [U.S. Forces Korea] and [U.S. Pacific Command] staffs," said Marc Parsons, program manager for DLA Distribution Expeditionary. "We will also demonstrate our Humanitarian Expeditionary Logistics Program, which is currently being developed within a joint



Sailors check water depth from a landing auxiliary rescue craft during a joint logistics over-the-shore exercise at Joint Expeditionary Base Little Creek-Fort Story, Va., as part of Operation Hampton Lion. DLA Distribution Expeditionary participated in the exercise, and was scheduled to participate in a multinational version of it in April.

capability technology demonstration."

The HELP, he explained, provides logistics information about supplies flowing through ports and staging areas to recovery managers and supporting organizations during humanitarian assistance or disaster relief missions. HELP allows deployed users from U.S. Transportation Command, DLA and other organizations to establish and maintain visibility of disaster supplies regardless of their origins.

Although DLA Distribution Expeditionary participated in Joint Logistics Over-the-Shore 12 in August 2012 at Joint Expeditionary Base Little Creek-Fort Story in Norfolk, Va., this was the first time the agency has participated in CJLOTS in South Korea, Parsons said. For this exercise, DLA Distribution Expeditionary was set to establish a theater consolidation and shipping point at Dogu Beach in Pohang, South Korea. DLA Distribution's expeditionary team deployed with all

Marine Corps Lance Cpl. Christopher M. Burke





Background Photo by Marine Corps Lance Cpl. Christopher M. Burke

the proper equipment, like deployable structures and communication assets, he said. During the exercise, the expeditionary team cross-docked containers coming from the port of Busan to forward the cargo to DLA Distribution Korea, where it was to be combined with air cargo and transported to customers. Cross-docking is the practice of unloading materials from one transport and loading them directly onto another transport without using any storage in between.

More than 30 DLA employees were scheduled to participate, including members of the expeditionary team and representatives from DLA Distribution Korea and DLA Information Operations, Parsons said. These employees prepared to work closely with the other forces involved in the exercise, using real cargo in a realistic situation, said Wayne Henry, DLA lead operational planner for the Pacific theater in the Joint Logistics Operations Center. During the exercise, the combatant commander was scheduled to test the readiness of all available capabilities, including DLA, so the situation is as realistic as possible, he said.

"The only thing missing is probably some kinetic action from the enemy," Henry said. "You're actually moving the equipment in the environment, across the ocean, on the beach; you're using real people, real forces, real equipment, the identical equipment that's in the distribution expeditionary

capability. So it's real."

DLA's goal for this exercise was to demonstrate its capabilities and integrate smoothly with joint military operations, Henry said. With that in mind, planning has been ongoing at all levels within DLA, U.S. Transportation Command and U.S. Forces Korea.

"This is a huge exercise," he said. "Every part of DLA is involved, just like we would be in a contingency."

Parsons said he expected DLA Distribution Expeditionary to be successful within the exercise, noting that it is the first time the expeditionary team was to operate as a satellite site from an existing distribution center that was connected via the Distribution Standard System. This allows customers to access shipment status and other information about orders. In past exercises, the expeditionary team has always operated in a stand-alone capacity, he said.

"This is a great opportunity to demonstrate DLA's expeditionary capabilities to our customers and stakeholders," he said. "It also provides an excellent training opportunity for our employees, ensuring that we maintain the expeditionary capability readiness."

In addition to training for employees and practicing integration with combatant commanders, participating in CJLOTS also allows DLA to send an important message to its warfighter customers,

Henry said, demonstrating the agency's dedication to meeting their needs.

"We want to show the warfighter that, yes, we're engaged," he said. "We take this very seriously; we recognize this is a very important exercise, and we want to be ready to support when the time comes." ★

Navy Petty Officer 3rd Class Ryan Steinhour



A Marine guides a heavy equipment vehicle carrying gear onto a high-speed vessel before leaving for Foal Eagle 13. DLA Distribution Expeditionary was scheduled to participate in Combined Joint Logistics Over-the-Shore, one part of the U.S.-South Korea exercise, in April.



# USS Freedom Singapore Bound

Story by Amanda Neumann  
Photos by Navy Lt. Cmdr. David Ozeck

**T**he first of the Navy's littoral combat ships, the USS Freedom, set off on her maiden deployment March 1, leaving her home port of San Diego for an eight-month deployment to Singapore. After a stop at Joint Base Pearl Harbor-Hickam, Hawaii, to replenish, refuel and recharge her crew, the 3,000-ton prototype arrived in Southeast Asia in late April. The Defense Logistics agency is supporting the ship's food and fuel needs as it goes through its first major cruise.

The ship's deployment to Singapore will allow the U.S. to participate in joint operations with smaller navies in the region, said Hubert Woods, Defense Logistics Agency Pacific liaison officer to

Commander, U.S. Pacific Fleet, in Pearl Harbor, Hawaii.

"The Freedom presents the opportunity for increased training and interoperability with many of the smaller navies in the U.S. Pacific Command area of responsibility," he said, "Over there, our larger ships often cannot operate in the littorals."

Littorals are shallow seas close to shore. As the first ship in her class, with a top speed reported to be 40 knots, the 378-foot Freedom can easily perform coastal patrols, Woods said.

"Littoral literally means close to the shore, as opposed to deep-water or blue-water navy," he said. "It's a new concept for coastal patrol. The big thing with the LCS is they're a shallow draft. That's the amount of the ship below the water line.

A shallow draft allows them to operate closer to land. An aircraft carrier, or deep-draft ship, couldn't get that close."

One of four already delivered littoral combat ships, the Lockheed Martin-built Freedom also marks a change in the type of logistic support she receives, Woods said.

"The new platform is so compact, it can't carry a lot of repair parts like a regular ship does," he said. "Because the store rooms on the ship are smaller, they're space constrained, so they only carry their maintenance items on board as opposed to repair parts. Plus they're supported under a new system, called distance support. That means if something breaks and they're on the West Coast, their logistics support will be provided from San Diego."

The littoral combat ship USS Freedom receives subsistence replenishment from DLA Troop Support Pacific during a March stopover at Joint Base Pearl Harbor-Hickam, Hawaii. The Freedom, which arrived in Singapore in April for an eight-month deployment, is the first of the U.S. Navy's LCS ships to deploy from its home port in San Diego.





Since the ship doesn't carry repair parts, keeping abreast of maintenance requirements becomes a top priority for the crew, Woods said.

"The Navy uses the Preventative Maintenance System," he said. "For the end user, it's very simple: It's basically a required maintenance card that tells the operator the daily, weekly and monthly maintenance actions. Whatever the equipment is, the periodic service requirement is on there."

In addition, the condensed size of the Freedom means subsistence items also have to be restocked on a regular basis, said Jose Jamir, subsistence chief at DLA Troop Support Pacific.

"All of the subsistence requirements the ship needs for the next six months have already been pre-positioned at DLA's prime vendor location in Singapore," he said. "The ship has extremely limited space for storage; in fact, they can only hold eight pallets of food. That means they need to be replenished consistently throughout their deployment. With limited manpower and only three cooks, they are not nearly as robust as a regular ship."

With a forward stock of specialty menu items such as frozen lasagna for her rotating crew, the Freedom is scheduled to



A DLA Troop Support Pacific team member checks the subsistence order for the littoral combat ship USS Freedom. The Freedom, in Singapore for an eight-month deployment, received replenishments during a March stopover at Joint Base Pearl Harbor-Hickam, Hawaii.

receive several replenishments while at sea, mainly from Singapore. During her stopover March 11-14 at Joint Base Pearl Harbor-Hickam, the ship received its first replenishment from DLA Troop Support Pacific, Jamir said.

"Once the ship arrived in Hawaii, [DLA Troop Support Pacific] went into action delivering food," he said. "They needed to stock a lot of prepared foods, and we delivered eight pallets worth \$26,700 March 12 while the ship was in port."

Most of the ship's fuel will come from DLA Energy bunker contracts, allowing fuel to be purchased globally at reduced rates, Woods said.

"The LCS is a modular ship," he said. "For this deployment, the ship is

using the surface module, which means she'll primarily require regular diesel fuel. There's a defense fuel supply point in Singapore where she'll be able to get most, if not all, of her fuel."

With long-term plans indicating future LCS deployments will be split between the Atlantic and Pacific oceans, the Freedom's first deployment will be one of discovery, Woods said.

"Right now, DLA has its finger on her because she's a major muscle movement for the Navy," he said. "Once the crew gets the concept down, the ship's requirements can be better forecasted. It always takes longer to identify initial requirements. Once you do though, the rest is just stamping them out." ✚





# New Mission on Okinawa

Story by Christopher Goulait,  
DLA Energy Public Affairs



Robert Tate

**W**hen the Army decided to deactivate its 505th Quartermaster Battalion on Okinawa, Japan, Defense Logistics Agency Energy stepped up to assume critical pieces of the unit's mission: delivery of strategic bulk fuel and quality control.

After a 30-month transition process, DLA Energy assumed


DLA Energy Pacific Commander Navy Capt. Kevin Henderson (left) and new DLA Energy Pacific in Okinawa Commander Marine Maj. John Finch symbolically reopen the fuel gate at Defense Fuel Support Point Okinawa, Japan, during the assumption of mission ceremony March 15.

responsibility for fueling Department of Defense activities on the island through the new DLA Energy Pacific at Okinawa office March 15.

DLA Energy Pacific Commander Navy Capt. Kevin Henderson said the Army decided to remove the 505th Quartermaster Battalion from its force structure in 2009 and asked DLA Energy to assume its petroleum executive agent role and the overall economic benefits, the organization agreed to take on the responsibility.

Ed Guthrie, deputy director for the Okinawa office, explained support for



A large, intense fire with bright yellow and orange flames dominates the background. In the foreground, several Marines in full combat gear, including helmets and backpacks, are silhouetted against the fire. They appear to be working together to manage the fire. The scene is set outdoors, likely on a training area. The overall atmosphere is one of a high-stakes emergency response exercise.

Marines extinguish a fuel fire during training at Marine Corps Air Station Futenma on Okinawa, Japan. These and other exercises on Okinawa are now supported by DLA Energy since it assumed the strategic bulk fuel and quality control missions from the Army's 505th Quartermaster Battalion March 15.

— Photo by Marine Lance Cpl. Alyssa Gunton

organizations on the island will remain the same even though the operations have changed hands.

Guthrie said the new DLA Energy Okinawa office is staffed by more than 20 Americans and 100 foreign national employees. The office is assisted by DLA Information Operations and DLA Installation Support government employees.

Keith Stedman, deputy director of DLA Energy's defense fuel support point management business unit, said having an operation commanded

Support for organizations on the island will remain the same even though the operations have changed hands.

and staffed by DLA Energy personnel and supplemented by a Japanese workforce is a first for DLA Energy.

Henderson said that while the staffing is unique, the workforce's overall DFSP experience in the region also plays a role.

"For many years, DLA Energy has directly funded service-run DFSPs as well as funded government and contractor-owned, contractor-operated DFSPs," Henderson said. "However, this is the first time ever that DLA employees will actually perform

day-to-day DFSP operations, including receipt, storage, inventory accounting, quality management, maintenance and issue of product.

"While this is precedent setting for DLA Energy, it is important to know that DLA Energy Pacific employees have vast experience operating DFSPs around the world as civil servants and active duty military for all four services."

Stedman added that DLA Energy is now also responsible for maintaining the fuel facilities as well as the quality of the fuel issued to the island's primary customers at Kadena Air Base and Marine Corps Air Station Futenma.



DLA Energy is working with customers to maintain clear and open lines of communication to have direct involvement in meeting each of the military services' energy needs in the region.



Marine Lance Cpl. Courtney White

Marines attach a fuel hose to an F-18 Hornet at Marine Corps Air Station Futenma on Okinawa, Japan. DLA Energy Pacific at Okinawa now serves as the primary supplier of fuel to the air station.



Army Sgt. Class Howard Reed

Enhancing DLA Energy's relationship with those and all Okinawa customers is one way in which the transition affects DLA Energy's customer support to the region, Guthrie said. DLA Energy is working with customers to maintain clear and open lines of communication to have direct involvement in meeting each of the military services' energy needs in the region.

Enhancing support to Okinawa also strategically supports the overall DLA Energy Pacific mission, Henderson said.

"DLA Energy Pacific has been working to strategically position fuel and infrastructure to support U.S. Pacific Command's warfighters," he said. "The Okinawa bulk fuel mission is a very important piece of that strategic plan and a natural fit for DLA Energy and the Pacific region."

It was a natural fit that still required planning and coordination to effectively transfer the mission, Stedman explained.

"The decision process was supported by a business case analysis. DLA

A Soldier with the 505th Quartermaster Battalion opens a hatch to get a fuel sample on Okinawa, Japan. This duty is now performed by DLA Energy after it assumed the strategic bulk fuel and quality control missions from the battalion March 15.

Energy Pacific took the lead at that point and drove the mission transfer to completion," he said.

Guthrie said that DLA Energy Pacific used an integrated process team to ensure a seamless transfer. The overall IPT included leadership from a council of colonels, who were assisted by action officers and smaller teams representing subject matter experts from DLA Energy and various U.S. Pacific Command units. Each team developed its own plans of action and milestones to manage timelines and integrate processes between teams.

"All of this work equates to a smooth and seamless transfer of mission from the 505th Quartermaster Battalion over to DLA Energy, while not affecting the service being rendered to the warfighters," Guthrie said. 🌟



# Army Col. Joe Arnold

DLA Pacific's Commander Talks About How the Agency Supports Warfighters Spread Across the United States' Largest Geographical Combatant Command.

***What do you see as your role as commander of DLA Pacific?***

My role as commander is to represent the DLA director within the Pacific region. My responsibility is to provide a single DLA interface for U.S. Pacific Command warfighters through a collaborative network of forward-positioned and continental U.S.-based DLA support capabilities. We're responsible for full warfighter support, which entails directing and coordinating DLA efforts in support of day-to-day mission requirements, logistics planning and engaging senior leaders among our customers.

Success in my position really boils down to responsiveness, effective communication and strong relationships.

***How does DLA Pacific interact with the agency's primary-level field activities to provide for warfighters spread across the Defense Department's largest geographical combatant command?***

We communicate daily with the regional field activity commanders and directors. As part of our collaborative efforts, we host monthly "synchronization huddles," share weekly summary reports, and provide updates during senior leader visits to the region. These interactions create a great venue for sharing customer intelligence and keeping up with all

the "big rocks" DLA is dealing with across the Pacific.

In addition to this type of interaction, we have consciously created ways to enhance our communication with key customers as a cohesive DLA team. We saw a need to create better dialog with the customers on specific topics like support to humanitarian assistance and disaster relief events and gaining a better understanding of planning as U.S. military leaders strive to rebalance forces and capabilities to the Pacific

region. Our annual Pacific logistics forums held in Hawaii created a vehicle to achieve this objective. We work together to hold smaller scale events in other areas throughout the Pacific, sometimes hosted by DLA Pacific and other times by one of the regional DLA field activity commanders or directors.

Finally, we saw the need to gain a better understanding of the warfighters' needs relative to the operations plans in the Pacific. DLA Pacific co-hosted a set of meetings

Photo Courtesy DLA Pacific



Army Col. Joe Arnold, DLA Pacific commander, discusses logistics issues with Col. Kathleen Gavle, commander of U.S. Army Garrison Daegu, South Korea.



# A Conversation with . . .

in South Korea with the DLA Joint Logistics Operations Center and the support of the U.S. Forces Korea logistics director that brought the warfighter logistics community together with DLA planners from across the agency to talk about customer requirements under current plans. This not only played out to increase cross-agency communication and communication with our customers, it also produced a signed DLA support plan documenting our commitment to the “Fight Tonight” capability of U.S. forces in South Korea.

## ***With the Defense Department’s pivot to operations in the U.S. Pacific Command area of responsibility, what are some of the challenges DLA Pacific faces?***

The “pivot” to the Pacific is more of a rebalance of forces. The United States doesn’t turn away from any area of the world, as might be suggested by the term pivot, but we do rebalance our forces when needed. This was seen when we entered the conflicts in Iraq and Afghanistan and our force balance shifted more heavily to that area of the world. As that need subsides, the rebalance we are seeing now is toward the Pacific and the complexities found within this region of the world.

At the moment, I do not foresee any challenges with our ability to support warfighters in the region. Based on what we know today, I believe we are postured to meet current and emerging requirements in support of the USPACOM missions

The challenges associated with the rebalance really stem from working to stay up to date with the military services as they work through this rebalance to the Pacific for their forces. We have key people embedded with these warfighters in the Pacific, gleaning nuggets every day that help us

We have key people embedded with these warfighters, gleaning nuggets every day that help us stay prepared to support current and developing mission and force structure plans.

stay prepared to support current and developing mission and force structure plans. The strong leaders that we have across the DLA activities within the Pacific are picking up these signals and staying ahead of the game.

Among the many actions taken to keep us ready and capable are efforts like DLA Distribution’s Theater Consolidation and Shipping Point initiatives, which are designed to improve efficiencies and effectiveness of material distribution throughout the region. These initiatives reduce customer wait time and eliminate redundant ground transportation channels.

Another action is DLA Energy’s efforts to ensure infrastructure and agreements remain in place and are well managed to support the services at every step. DLA Troop Support is leaning forward to establish a subsistence prime vendor in the Philippines, and DLA Disposition Services is working to support equipment moves from base closures associated with service realignments.

Efforts to date give me the confidence to say we are postured to support and will remain that way throughout any force reshaping that happens within the Pacific.

## ***What unique aspects set DLA Pacific’s mission apart from the agency’s other geographic commands?***

The USPACOM area of responsibility spans from the West Coast of North America to the eastern shores of Africa, covering more than 100 million square miles, or roughly 51 percent of the earth’s surface, which

makes it the largest geographic area of responsibility of all the geographic commanders. In addition to the aforementioned, the USPACOM AOR contains 36 nations, speaking 3,000 languages or dialects, practicing more than 20 distinct religions. These countries are strikingly diverse in terms of size, population, culture and history. Lastly, the world’s six largest militaries operate in the Pacific region.

The USPACOM commander not only has to deal with this wide-ranging diversity, he also has the only area of responsibility that touches all the other combatant commanders’ areas. This requires him to maintain strategic awareness on activity that covers the globe.

Maintaining international partnerships within the Pacific is high on the USPACOM commander’s priorities since the command operates without an established international organization like NATO in Europe. DLA works hard to support this goal as well as many others through honoring international agreements, hosting international visitors on educational tours of logistics facilities, and participating in international logistics talks.

Finally, the situation in Korea, where the war never officially ended, creates a unique situation most regions don’t deal with day to day. This condition cannot be fully appreciated without an assignment in South Korea, or at the very least, a trip to the Demilitarized Zone. ☺

*There’s more to the conversation with Arnold, including his thoughts on the future of DLA Pacific. The full interview can be found in the online version of Loglines at <http://www.dla.mil>*



## QUOTABLES

“The biggest concern is the department’s people and its mission.”

*Defense Secretary Chuck Hagel,  
talking about sequestration and potential furloughs during a March 28 Pentagon press briefing*

“When I talk to small business and ask, ‘What can you do?’ the typical answer is anything. I don’t need people who can do anything. I need people who can do their best thing. The opportunities are there.”

*DLA Director Navy Vice Adm. Mark Harnitchek,  
speaking about the agency’s small-business opportunities at  
a Retired Military Officers Association luncheon*

“To be selected for the Unit of the Year award ... speaks volumes for the level of effort the folks put in during this particular disaster relief effort. It showcases what DLA can bring to the fight in an operation like this.”

*Army Col. Roger McCreery, DLA Joint Logistics Operations Center  
chief, on accepting Salute Magazine’s Unit of the Year award in  
recognition of the JLOC’s efforts during and after Hurricane Sandy*

“The retrograde from Afghanistan is one of the most challenging military transportation operations in history in terms of scale and complexity. Our number of vehicles in Afghanistan has dropped by nearly half in the past year.”

*Army Brig. Gen. Steven Shapiro, current deputy commander of 1st  
Theater Sustainment Command and the next commander of DLA Troop  
Support, on moving military personnel and equipment out of Afghanistan*

“I can tell you, the direction I’ve been given from Mr. Case and Admiral Harnitchek is that our foot is still firmly on the audit-readiness accelerator. We will continue to press on, see what happens with the political climate and then as things get closer, we are going to have to figure out if we need to re-prioritize what we’re working on in order to still achieve the goal.”

*DLA Finance Deputy Director Simone Reba,  
on the agency’s continued emphasis on audit readiness*

## BY THE NUMBERS

### 1947

The year U.S. Pacific Command was established. It is the oldest and largest of the United States’ geographic combatant commands.

### 14

Maximum number of days Defense Department employees can expect to be furloughed in fiscal 2013 after Congress passed a continuing resolution.

### 17 MILES

The distance ships heading to U.S. research stations in Antarctica require icebreaker support, just shy of 300 football fields.

### 525

Cases of kosher-for-Passover meals, ready-to-eat that DLA Troop Support Subsistence sent overseas for Jewish service members during Passover, equal to 6,300 meals.



# Opportunities and Inspiration

Story by Sara Moore

In three large warehouses in Austin, Texas, more than 100 employees work every day distributing clothing and textile products to the Air Force and Marine Corps. They navigate the buildings' 366,000 combined square feet, picking and processing thousands of orders each day. Their accuracy rate for orders is near perfect. And most of the employees accomplish all this without the benefit of full, or in some cases any, vision.

The warehouses, run by the Travis Association for the Blind, carry 5,385 items in 424 product lines, which

are distributed to 4,300 destinations around the world. In 2011, the employees, 84 percent of who are blind or visually impaired, sent out 358,000 orders to the Lackland Air Force Base, Texas, recruit training center and all Air Force customers worldwide; the Marine Corps recruit depots at Parris Island, S.C., and San Diego; and all other Marine Corps customers with a 99.9 percent accuracy rate.

The Travis Association for the Blind is one of the organizations that support the Defense Logistics Agency through a

partnership with the National Industries for the Blind. Several different agencies support DLA through this partnership, offering a variety of goods and services to help keep warfighters mission ready.

In Austin, the Travis Association for the Blind has manufactured products for the Defense Department for 70 years, but began its clothing and textiles distribution function in 1998. One of the employees who has been involved since the beginning is Nolan Blair, the manager of the training and employment services department for TAB's distribution services. Blair, who was born with optic nerve atrophy, has worked for TAB since 1997, when he was part of the pilot virtual prime vendor program, shipping out accessory items for the military. Through a series of promotions, he moved on to management positions starting in 1999. In addition to his current duties, he heads up the Mobility Technology Department, ensuring employees' assistive technology needs are met and training employees on how to use the technology.

Nolan Blair, who manages the Training and Employment Services Department for the Travis Association for the Blind's distribution services, has worked supporting DLA since 1997. Blair was born with a visual impairment and went totally blind in 2009 but has never stopped working and helping others with visual impairments adapt to the workforce.



Courtesy Photo





Blair, whose father was in the Air Force, was pursuing a music degree in 1997 when he decided to take a break and work for TAB. Though he never finished his degree, he said his current position has rekindled his passion for teaching because he gets to train new employees and help them be successful in their work.

"I feel like I've come full circle now that I'm training people and teaching people how to do different things on the computer," he said. "I feel really good about that, that I did come full circle. It took a while, but I have always liked teaching folks things, so I get a great joy out of that."

Having been born with a visual impairment, Blair was used to dealing with limitations in the workplace, but in 2009, a medical operation gone wrong rendered him totally blind, and he found

himself facing major adjustments and new challenges. While it initially seemed overwhelming, he said, his years of experience at TAB, where he watched so many visually impaired people overcome challenges, gave him strength.

"Starting years ago in a warehouse, it was something you just didn't see: a blind person or visually impaired person working in a warehouse among forklift operators and navigating through a large facility," he said. "But we have three buildings in the retail department averaging over 100,000 square feet each, and our people navigate to those locations and maneuver around independently. It helped me, when I did go totally blind, to realize that life does move on and anything is possible. I couldn't stay on my pity pot that long, because I had the surgery and I was back to work in two weeks. I just

Workers pick items in the warehouse of the Arizona Industries for the Blind in Phoenix. As an organization that supports DLA through a partnership with the National Industries for the Blind, AIB provides distribution and parts machining services from several different locations.

looked at everybody that was working here and saw those guys doing the day to day."

Finding a place to overcome those daily challenges has been one of the most rewarding parts about working for TAB for Dwayne Cunningham, a warehouse clerk specialist who is totally blind. The son of an Air Force officer, Cunningham served in the Marine Corps for several years before losing his sight in the Gulf War. After that, Cunningham said, he found himself a bit unsure of the way ahead. He went back to school at the University of Texas, earning a bachelor's degree in social work and psychology and three other degrees in chemical dependency human services, counseling, and marriage and family chemical dependency. After graduating in 2005, he went to work at TAB and has been filling various roles since then.

"It helped me, when I did go totally blind, to realize that life does move on and anything is possible."

— Nolan Blair





Navy Petty Officer 3rd Class Lex T. Wenberg

Sailors perform maintenance on a lighting fixture in a weapons cargo elevator aboard the aircraft carrier USS John C. Stennis. Lighting products are one of the main items provided to warfighters from the Arizona Industries for the Blind, an organization that supports DLA through a partnership with the National Industries for the Blind.

"I am on what we call here a rotational status," Cunningham said. "I go wherever the need is greatest as it relates to work. I've pretty much worked in every department with the exception of maybe one."

This diversity in his day-to-day tasks makes the job enjoyable for Cunningham, a lifelong fitness buff who enjoys staying active. Also, engaging in meaningful employment gives him a sense of purpose that the loss of his sight threatened to take away, he said.

"After I lost my sight I was thinking, 'What am I going to do?' So I went applying and got hired," he said. "It made me feel very comfortable being around those persons of like disabilities. Everybody here is visually impaired. We all go through the same trials and tribulations. We all have mortgages or rent or car payments and have to buy diapers and milk, to keep food on the table, the lights on."

Another thing that was threatened by Cunningham's loss of sight was his ability to serve the country he loved, he said. However, working for TAB has allowed him to continue to serve the military, which he still has very close ties to: two of Cunningham's sons are graduates of the U.S. Naval Academy and are serving in the Navy.

"The most important thing is that





I'm still serving my country," he said. "Putting the material together for those people that are still in the service that I know – family members of mine, specifically my sons, that are still in the service – and getting that product to them as quickly and as readily available to them as possible."

More than 1,000 miles away, in Phoenix, another National Industries for the Blind partner organization supports DLA, giving opportunities to hundreds more blind or visually impaired employees. The Arizona Industries for the Blind provides distribution and parts machining services to DLA from several different locations.

AIB's main distribution function revolves around lighting products for DLA Aviation. Employees at AIB's 175,000-square-foot, state-of-the-art facility receive, store, pack, mark, bar code, tag, handle, repackage and distribute lighting products that range from the size of a pencil eraser to 4-foot fluorescent tubes. AIB also handles 2,500 different insignia items that include Navy ship signal flags, enlisted insignia and awards. AIB carries more than 30 million pieces of inventory for these contracts, with 1,100 orders shipped worldwide each day and 250,000 orders annually. The organization has had a 99.8 percent inventory accuracy rate for the 15 years it has supported distribution services for DLA.

One of the employees who contributes to this success is Amy Butterfield, a young woman with a master's degree in political science and a passion for her job. Born three months premature with retinopathy

of prematurity, Butterfield is blind in one eye and visually impaired in the other. She started at AIB in 2008 as a front desk coordinator, but was quickly given the opportunity to become an administrative clerk in the manufacturing division. In 2009, she moved to the warehouse, where she picks, packs and performs quality control on orders. Butterfield has aspirations to use her degree and become a teacher, but for now she is enjoying the positive work environment and the valuable experience she is gaining at AIB.

"A person could say, 'Well, she has a master's in government, what is she doing working in a warehouse?' This is a training ground," she said. "I see it as a very serious training ground, because if I don't know how to work in the small things, in small beginnings, then how would I be able to handle the big projects I want to go for? I have to start out with the small."

Working for AIB has given her confidence in the workplace and improved her time management skills,

Amy Butterfield, who was born with retinopathy of prematurity and is blind in one eye, picks and packs orders in the warehouse for the Arizona Industries for the Blind, an organization that supports DLA through a partnership with the National Industries for the Blind.

Butterfield said. Also, it has given her a chance to serve her country, something that she has always dreamed of doing.

"I wanted to somehow serve in the military but knew I couldn't because I had a visual limitation, and here I am sending supplies to the military," she said. "That, to me, is such an honor. I'm so blessed."

The opportunity to work benefiting the military, and more importantly to work supporting his family, is also a source of pride for James Caldwell, an AIB employee who works as a computer numerically controlled machine operator in the organization's Parts Machining Division. Caldwell, who is legally blind but has some useful vision, has worked for AIB since 2008. Before joining the organization, he had been out of work for

"I see it as a very serious training ground, because if I don't know how to work in the small things, in small beginnings, then how would I be able to handle the big projects I want to go for?"

—Amy Butterfield



Dwayne Cunningham, a Marine Corps veteran who lost his sight in the Gulf War, works as a warehouse clerk specialist for the Travis Association for the Blind, one of the organizations that support DLA through a partnership with the National Industries for the Blind.

several years and was doing volunteer work and serving as the primary caregiver for his four children. However, when the opportunity to work arose, he jumped at the chance to use his years of experience working in warehouses, which began helping his father in his sheet metal shop when he was young.

"It's great just being able to get up and go to work every day, to have a job," Caldwell said. "I have three boys, so to me that's very important that they learn that this is what we do: We get up, we go to work."

Courtesy Photo



While working at AIB has allowed him to work with other individuals with similar visual impairments, that wasn't always the case for Caldwell, who after working for several years at his father's sheet metal shop decided he wanted to prove he could succeed on his own. He took a job at a distribution center for a hardware chain and worked hard to ensure his impairment did not affect his performance.

"I've always been really careful to not make a spectacle of myself in looking really close at the paperwork, etc.," he said. "But apparently they noticed me putting my head close and filling out forms, so they called me up there the first day and asked what it was, and I was honest with them and said I did have low vision, and they were willing to give me a chance. So I just felt from the beginning to go ahead and not give them any reason to fire me. So I really worked hard on my

accuracy and making sure that all the picks were exactly correct. I was among the lowest in errors there."

Caldwell brought that same work ethic to AIB, he said, and he is committed to maintaining high standards and setting an example for his family.

The ability to support a family or even just to fit in with the workforce at large and contribute to a larger cause is a common theme among the visually impaired employees who support DLA. Steady, day-to-day employment helps them overcome the limitations or stereotypes imposed on them by society, they said.

Cunningham, the Marine veteran, noted that a common misperception of blind people is that they cannot work or are forced to peddle goods on the roadside to survive, but he said people like him are breaking that mold every day. In his case, in addition to his job and time with his family, he spends many hours volunteering as a mentor with the Big Brothers Big Sisters organization, teaching self-defense classes at the local YMCA and taking the kids on trips to college football games. He also advises the United Way on transportation, health and welfare issues related to people who

Courtesy Photo



James Caldwell, who works for the Arizona Industries for the Blind as a computer numerically controlled machine operator, has had a visual impairment his whole life. His five years with AIB, which is an organization that supports DLA through a partnership with the National Industries for the Blind, have given him a way to support his family and contribute to the workforce.



“There’s really no reason anymore for that blind person to sit at home and wonder why they can’t get a job, because they’re out there.”

—Dwayne Cunningham

are visually impaired.

“It’s very nice to break that stereotype,” he said. “My point is that we’re doing something different. We’re not doing the basic stereotype [of blind people]. I have friends here that play on a baseball team, and they’re very, very active. We’re outside of what the norm society thinks of for blind people: just staying at home, not interacting socially. We do everything anybody else does; we just have to do it a little bit differently.”

Cunningham’s co-worker Blair agreed, noting that he still enjoys being active in the local music scene and occasionally giving lessons. Technology has given visually impaired people a huge advantage in all aspects of life, because they now have the same access to information as everyone else, he said.

“That’s evened the playing field quite a bit in the workplace,” Blair said. “Now

you have an affordable device where you can get all your emails and information from other various accounts like Twitter and Facebook. There’s really no reason anymore for that blind person to sit at home and wonder why they can’t get a job, because they’re out there. The technology is available. In the last five years, it’s just been astronomical.”

Technology allowed Butterfield to earn both her degrees, a task that she said was difficult but rewarding. She said she is committed to living as normal a life as possible despite her disability. An avid hiker, in October 2010 she was among a group of 22 blind and visually impaired people who hiked the Grand Canyon from rim to rim in one day. The 17.5-hour hike benefited the Foundation for Blind Children in Phoenix, and it gave her the chance to achieve something great as part of a team, she said.

“It wasn’t just a great thing to be proud of, it was like a crucible experience,” she said. “I felt like not only were my team members responsible for me, but I felt responsible for them. It was a give and take.”

Butterfield also participated in a Capitol Hill internship while in graduate school and said she plans to continue to achieve great things, with her experience supporting DLA through AIB serving as a launching pad.

“I don’t want anything to stop me,” she said. “I just want to experience life and not let this limitation limit me.” ☛

Navy recruits try on their new navy working uniforms at Recruit Training Command, Great Lakes, Ill. The Travis Association for the Blind, one of the organizations that support DLA through a partnership with the National Industries for the Blind, distributes thousands of items to recruit training centers across the country.



Scott A. Thornbloom



# TAKING OVER FOR SAVINGS

Story by Lisa Hake,  
DLA Document Services

**D**efense Logistics Agency Document Services has taken responsibility for all Navy and Marine Corps office document devices following a Jan. 25 Department of the Navy policy memorandum.

The policy, signed by Navy Chief Information Officer Terry Halvorsen, brings about 70,000 devices under DLA Document Services, which is the organization's largest single opportunity in its history. The change was made in an effort to save money using the efficient procurement and managerial capabilities of DLA Document Services.

Don Reiter, the initiative's leader, said the policy has other goals.

"We need [information technology] efficiencies that improve how [the Department of the Navy] acquires and manages its copiers, printers, scanners and multifunctional devices," he said. "This strategic sourcing approach, utilizing DLA Document Services, will create substantial savings needed by the department at a low risk. This initiative goes a long way toward maintaining [Navy

and Marine Corps] readiness at a lower sustainment cost, doing more with less."

John Peterson, DLA Document Services director of business, said the policy relieves Navy and Marine Corps activities of contracting, supplying and managing their office document devices by shifting those responsibilities to DLA Document Services. Those actions are core functions of DLA Document Services, and its staff has the necessary experience and support infrastructure to achieve the savings goal.

"Our managed print services approach includes a professional and experienced staff, contracts that are leveraged Department of Defense-wide and competitively awarded, and a highly refined assessment process to determine the optimal device fleet solution," Peterson said. "We also integrate requirement fulfillment with on-demand print options and provide automated accounting, funding and billing."

Michele Spiro, DLA Document Services deputy director of operations, who is responsible for the Equipment

Management Solutions Program, said the organization plans to use proven strategies to save the Navy and Marine Corps money. A significant part of those savings will be achieved by eliminating and consolidating costly single-function, desktop devices and replacing them with networked multifunctional devices.

"Multifunctional devices help an organization do more with less by providing more functionality at a significantly lower total cost of operations," Spiro said. "The transition from single-function devices to multifunctional devices is a low-risk money saver that increases capacity and capability."

The new policy is part of a "fundamental change in the way we think about data," Halvorsen said.

We are getting great support from senior leadership who have been willing to give up their own printers and walk the extra steps to a shared printer or look at data on the screen," he said.

DLA Document Services' expertise in conducting assessments will determine the optimal device

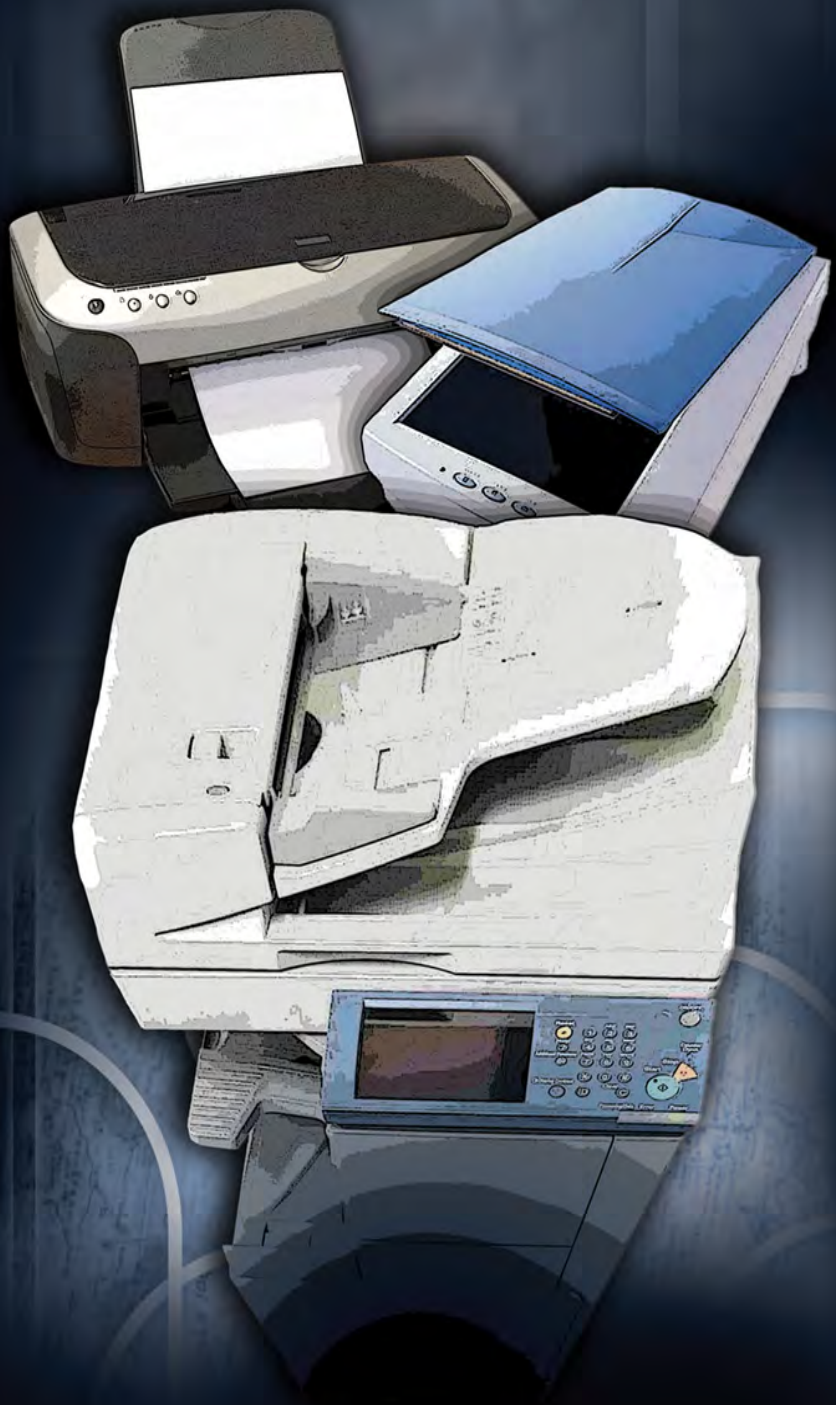
The policy brings about 70,000 devices under DLA Document Services, which is the organization's largest single opportunity in its history.



configurations for Navy and Marine Corps commands and organizations, ensuring that requirements are fulfilled, Spiro noted. The assessment process provides benchmarks of existing device inventories and operating costs, identifies organizations' document equipment needs, and delivers recommendations on optimal mixes of devices.

Steve Sherman, DLA Document Services director, said the organization will also help the Navy and Marine Corps implement best printing practices, such as two-sided and black-and-white printing, to save more.

"This initiative capitalizes on DLA Document Services' core capabilities and infrastructure, as well as over 30 years of experience in managing office equipment for the DoD," Sherman said. "DLA Document Services has refined its expertise and skills over many years to become an effective life-cycle manager of all required services to deliver cost-efficient office devices across the DoD." ★







# I AM

# DLA

**My name is:**

*Prapun "Pao" Jantawee*

**I am:**

*A site manager at the DLA Disposition Services site in Bangkok, Thailand.*

**Describe your job in a sentence:**

*Warfighter support and applying stewardship in meeting customers' needs generally describes my unique job. We provide disposal services via the Federal Excess Personal Property Program throughout 40 sites in Thailand and other pacific areas such as Singapore, the Philippines, and Diego Garcia in the Indian Ocean. We are a two-person site, working under the U.S. Embassy on a Joint United States Military Advisory Group Thailand-hosted compound.*

**How long have you worked for DLA?**

*I have been working with DLA since 2004, so about nine years.*

**What is your favorite thing about working for DLA?**

*I like the various programs we have in place to assist the customers in disposing of excess property, but what stands out for me is the satisfaction I get when we overcome unique disposal challenges. For example, we handle disposition of property located in remote sites, including on mountains, in jungles, on islands and in restricted areas. All of this could not be possible without coordination with various offices in DLA Pacific.*

**What is your best memory of working here?**

*There are so many good memories that I really want to tell about. I like the fact that I can help our customers on day-to-day disposal issues. I also enjoy when we all get together at yearly conferences to discuss various topics within each others' area of responsibility. It's the team work within the Pacific that really makes me feel like I'm with family.*

**How do you make a difference?**

*With my military background in the Royal Thai Air Force, I try to support warfighters beyond their expectation. This is how I make a difference.*



*Prapun Jantawee*